

**Administrative Communications**

**PREPARING AND PROCESSING CORRESPONDENCE**

This regulation prescribes policies, procedures, and formats for the guidance of Civil Air Patrol (CAP) writers. It is applicable to the National Headquarters staff and all CAP units.

**1. Definitions:**

- a. CAP. Correspondence originated within a CAP organization or unit to conduct CAP business.
- b. Military Correspondence. Correspondence originated within a military organization and forwarded directly to a CAP organization or unit.

**2. Routing of Communications:**

- a. The use of zip code + 4 is encouraged.
- b. CAP units will not correspond directly with any military activity except Headquarters CAP-USAF and CAP-USAF liaison regions and wing liaison offices, or as specifically authorized by other CAP regulations/manuals.
- c. The originating office will send information copies of a communication to other interested offices rather than route the original through them, except where direct coordination is required before dispatch. As a render, complaints or questions on policy, etc., should be properly directed to the appropriate staff agency by functional address symbol. For example:

HQ CAP/MSA  
105 South Hansell Street  
Maxwell AFB AL 36112-6332

- d. A complete listing of National Headquarters functional address symbols facilitates prompt delivery to the addressee. To reduce postage costs, regions and wings are encouraged to consolidate mailing to National Headquarters into as few envelopes as possible and direct the cover envelope to HQ CAP/MSAD. Each item included in a consolidated envelope will be addressed to a specific staff agency, i.e., DO, MS, ET, etc. Upon receipt, MSAD will open, sort, and make distribution to headquarters staff agencies of all items in the consolidated mailings.

- e. Letters containing money in any form may not be placed in consolidated mailings. Payments for membership dues should be addressed separately to DPP and payments for cadet programs should be addressed directly to CP. All other types of payments except bookstore orders should be addressed to FM. Bookstore orders should be addressed to the CAP Bookstore. At no

time should **cash** be sent through the US Postal Service; checks and money orders are acceptable.

- f. CAP functional address symbols are listed in Atch 4. All units should use the applicable address symbol when corresponding to units below National Headquarters. Prefixes will not be added to the address symbols; for example, PAC-LG; the appropriate letterhead will identify the origin of the correspondence.

**3. Responsibility of Writer:**

- a. Clarity and Conciseness. The writer should give complete and correct information in a clear and concise manner. Short sentences and short paragraphs will be used, and the writer should limit letters to one page.
- b. One Subject Per Letter. The writer should discuss only one subject in each letter. He/she should present questions or facts logically. For example, a personal matter will not be discussed in a letter dealing with publications and forms. Separate letters should be written.
- c. Referring to Previous Communications. If a communication refers to a previous one on the same subject, the writer will add a brief reference (in parentheses) immediately after the subject. For example:  
SUBJECT: Non receipt of Registered Mail (Your Ltr/Memo, 28 Apr 96)  
SUBJECT: Support of CAP (Our Ltr, 1 Apr 96)

**4. Style of Correspondence.** Two styles of letters are authorized for use by CAP units. These are described below:

- a. Memorandum-Style Letter. This style will be used for communications between CAP units and when communicating with military agencies as indicated in para 2b. (See Atch 1 for the format of a memorandum-style letter. Attachment 2 explains in detail what each section of the letter consists of and also shows examples of the different sections.)
- b. Business-Style Letter. This style will be used for communications with private concerns and individuals not connected with CAP. (See Atch 3 for the format of a business-style letter. Attachment 4 explains in detail what each section of the letter consists of. )

Supersedes CAPR 10- 1, 1 April 1994. (See signature page for summary of changes.)

OPR: MSA

Distribution: In accordance with CAPR 5-4.

## 5. Style of Letterhead:

a. A letterhead must include these elements: unit designation; the words "Civil Air Patrol"; "United States Air Force Auxiliary"; and the geographic location of the unit. Example is shown below:

HEADQUARTERS  
CIVIL AIR PATROL MISSOURI WING  
UNITED STATES AIR FORCE AUXILIARY  
PO Box 15604  
Kansas City MO 64108-5000

b. The CAP seal, CAP emblem, shoulder patch, or other distinctive decoration may be printed on the letterhead as long as it is in good taste. Although printed letterheads are desirable, they may be typed, computer generated, or duplicated. (Refer to CAPR 900-2, *Use of Civil Air Patrol Seal and Emblem; Use and Display of the United States Flag and Civil Air Patrol Flags*, for instructions on use and illustrations of the CAP seal and emblem.)

**6. Suspense Control.** Each region and wing commander will implement procedures to ensure prompt action on all communications. Communications will be answered as expeditiously as feasible, but in no instance later than the time limits set forth below. Formal suspense systems are not needed if the person who receives and dispatches mail can ensure that time limits are met by making notes on a calendar, an informal log, or otherwise which will accomplish the desired results. Time limits for answering incoming correspondence are established as follows:



DAVID L. MILLER  
Chief, Administration

a. All suspenses established by a higher command will be complied with as expeditiously as practicable, but in no instance later than the suspense set forth in the communication.

b. Correspondence concerning accidents and/or incidents will be answered within 24 hours after receipt. If it is impossible to give a complete reply, a notice of delay will be sent within the 24-hour period which will include the date a formal reply will be submitted.

c. Correspondence from CAP corporate officers and committee members; officers of local, state, and federal governments; and other individuals at comparable levels will be answered within 1 week after receipt.

d. Routine correspondence will be answered within 2 weeks.

## 7. Instructions for Typists:

a. Stationery. Bond paper (8 1/2 x 11 inches) will be used for the original, with the first page on letterhead and continuation pages on plain white paper. File and coordination copies should be on white manifold tissue or computer-generated paper.

b. Corrections. Minor erasures and pen-and-ink changes are acceptable.

c. Numbers of Copies to Prepare. Normally, two copies, the original and the file (coordination) copies, are sufficient. Make courtesy copies as directed in paragraph 2c.

PAUL J. ALBANO, SR.  
Colonel, CAP  
Executive Director

PAUL M. BERGMAN  
Brigadier General, CAP  
National Commander

## Attachments

1. The CAP Official Memorandum-Style Letter
2. Reference to Memorandum-Style Letter
3. The CAP Official Business-Style Letter
4. Reference to Business-Style Letter
5. National Headquarters Functional Address Symbols
6. Civil Air Patrol Functional Address Symbols

## SUMMARY OF CHANGES

This revision updates procedures for sending payments directly to individual offices (para 2e); updates procedures for memorandum- and business-style letters (para 4a & b); and also modifies all functional address symbols (Atch 5 & 6).

## THE CAP OFFICIAL MEMORANDUM-STYLE LETTER



HEADQUARTERS  
CIVIL AIR PATROL MICHIGAN WING  
UNITED STATES AIR FORCE AUXILIARY  
2525 W. JEFFERSON AVE., SUITE C  
TRENTON MI 48183-5000

(1)

(Note: Two-letter state abbreviations—don't use comma; use comma if state is spelled out.)

(1) (Note: Center left margin at middle of seal)

(2) 2 Apr 96

(3) MEMORANDUM FOR HQ CAP/MSA  
ATTENTION: Mr. Miller (4)

(5) FROM: CAP Michigan Wing

(6) SUBJECT: Format for Memorandum-Style Letter (Your Memo, 15 Mar 96)

(7)(8) 1. Type or stamp the date on the right side of the memorandum 10 lines from the top of the page; about 1 inch from the right margin. (See reference item 2 on page A2-1.)

2. Type the "MEMORANDUM FOR" caption in all caps 4 lines below the date or 14 lines from the top of the page. If you do not use the CAP seal on your computer-generated letterhead or are using plain bond paper, begin the caption approximately 11 lines from the top of the page. (See reference item 3.)

3. Type the "ATTENTION" or "THROUGH" line one line below and align under addressee. (See reference item 4.)

4. Type the "FROM" caption in all caps two lines below the last line of the "MEMORANDUM FOR" caption. The "FROM" caption should contain the full mailing address of the of office originating the correspondence unless your letterhead reflects entire address. (See reference item 5.)

5. Type the "SUBJECT" caption in all caps two lines below the last line of the "FROM" caption. (See reference item 6.)

6. Begin typing the text flush with the left margin, two lines below the "SUBJECT" or reference. Number and letter each paragraph and subparagraph. (See reference items 7 and 8.)

(9)

JOHN J. DOE, Major, CAP  
Administration Of officer

(Note: Signature element begins three spaces to the right of the centerline.)

(10) Attachments:

1. -----  
2. -----

(11) cc:

-----  
-----

(12) Distribution:

-----  
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(Note: Use same abbreviation for singular and plural forms of abbreviations, i.e., Attachments 1 and 2 would be "Atch 1 and 2"; paragraphs 1 and 2 would be "para 1 and 2.")

(1)

See Atch 2 for a reference and explanation of each numbered section.

## REFERENCE

(Use as a guide when preparing Memorandum-Style Letter)

1. Margins. Left margin--center at middle of seal. Right margin and bottom margin is 1 inch.

2. Date. Type or stamp the date on the right side of the memorandum 10 lines from the top of page, about 1 inch from the right margin. Indicate the date in the format of day, month, and year; for example, 6 Jun 96 or 6 June 1996 (see Atch 1). Unless the date of signature has legal significance, date the original and all copies of the correspondence at the time of dispatch. However, you should date correspondence prepared for reproduction with the date it will enter the distribution system.

3. MEMORANDUM FOR. Type in all caps (no abbreviations), 4 lines below the date or 14 lines from the top of the page. (NOTE: If you do not use the CAP seal on your computer-generated letterhead or are using plain bond paper, begin the "MEMORANDUM FOR" caption approximately 11 lines from the top of the paper. Use abbreviated organizational code, office symbol, title, or name (all in caps). This would eliminate a need for "ATTENTION" line. Prepare a multiple-address memorandum when you are sending the same memorandum to several offices. Circle, underline, or highlight each addressee's copy. Be consistent and use the same format throughout.

EXAMPLE:

MEMORANDUM FOR	THE NATIONAL COMMANDER EXECUTIVE DIRECTOR NORTHEAST REGION COMMANDER
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or

MEMORANDUM FOR	CAP/CC HQ CAP/EX NER/CC
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When your address listing is too long to list in the heading, place the distribution list on a separate page and attach it to the memorandum. The element would be: "MEMORANDUM FOR--SEE DISTRIBUTION." If you choose to list the offices, type them after the "MEMORANDUM FOR" element, or two lines below last attachment (if used), or where "cc:" (courtesy copy) element (if used), or where the attachment element would begin (if "Attachment" and "cc" elements are not used). Use methods that enhance clarity and paper conservation in distributing correspondence. Prepare an "IN TURN" memorandum when you want to send the same copy to several addresses in sequence. Align "IN TURN" under the first word in last addressee.

EXAMPLE:

EX EXA DP IN TURN
----------------------------

4. ATTENTION. If "ATTENTION" or "THROUGH" line is used, type "ATTENTION:" or "ATTN:" or "THROUGH:" or "THRU:" in all caps, one line after "MEMORANDUM FOR" caption. Align under addressee.

EXAMPLE:

MEMORANDUM FOR	HQ CAP/MSA ATTENTION: DAVID L. MILLER
----------------	--

5. FROM: Type in all caps, two lines below the last line of the "MEMORANDUM FOR" caption. The "FROM" element should contain the full mailing address of the function originating the correspondence if not in the letterhead. The first line will include the organization abbreviation and office symbol. If you include contact names, e-mail addresses, fax numbers or phone numbers, place them in the last paragraph. The next lines of the "FROM" caption will indicate the delivery address (street or PO Box number), room or suite number, and then the city, state, and zip code + 4. **IF THE COMPLETE MAILING ADDRESS IS INCLUDED IN THE HEADING, SHOW ONLY THE ORGANIZATIONAL ABBREVIATION AND OFFICE SYMBOL IN THE "FROM" ELEMENT.**

**6. SUBJECT:** Type "SUBJECT" caption in all caps (no abbreviation), two lines below the last line of the "FROM" caption. Be brief and clear. Capitalize the first letter of each word except articles, prepositions, and conjunctions. If you need a second line, begin it directly under the first word of the subject. If you refer to an earlier communication to or from the addressee on the same subject, or to another communication or a directive, cite it in parentheses immediately after the subject. Send a copy of the referenced communication if you feel the reader may not have it.

EXAMPLE:

SUBJECT: MSI Work Center Standard (Our Memo, 3 Jun 95)
--

You may include a suspense date in the subject line by typing "SUSPENSE" or "SUSP" followed by a colon and the date after the subject title.

EXAMPLE:

SUBJECT: CAP Letterhead Stationery (Suspense: 3 Jun 95)
---

If the communication supersedes a previous communication, you may place the supersessive statement in subject line. Use "S/S" to indicate supersession.

EXAMPLE:

SUBJECT: Appointment of OJT Monitor (S/S Our Memo. 23 Jun 95)
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If you write about an individual who is not the addressee, include their rank and full name in the subject line. If you refer to the person again in the body of the memorandum, use only the rank and surname. When you write about several individuals, state their full names and ranks in the body the first time the names appear. Do not include names in the subject when writing about two or more individuals.

**7. Paragraphing:** Number and letter each paragraph and subparagraph. A single paragraph is not numbered. Indent subparagraphs four spaces and number or letter them in sequence. You cannot have an (a) without a (b), or a (1) without a (2). Use the following format to subparagraph short sentences or phrases of one-half line or less:

EXAMPLE:

This format has several advantages: (a) it's compact, (b) it highlights ideas, and (c) it saves typing space.
---

**8. Text of a Memorandum.** START TEXT FIVE SPACES FROM LEFT MARGIN. IF NUMBERED OR LETTERED, TYPE THE NUMBER OR LETTER, PERIOD, TWO SPACES THEN TEXT. Margins. For the average memorandum, leave approximately 1 -inch margins on the left, right, and bottom (see Atch 1). When typing on letterhead, use these guidelines:

20 lines or more	1-inch margins
10-19 lines	1 to 1 1/2-inch margins
1-9 lines	1 1/2 to 2-inch margins

**9. Signature Element.** Type or stamp the signature element at least three spaces to the right of page center, five lines below the last line of text. Show the name in capitals, grade in upper/lower case, and service in capitals, (i.e., CAP or USAF) on the first line. Duty title in upper/lower case on the second line, and name of the office or organizational level on the third line in upper/lower case (if not announced in the heading). Avoid using legal, educational, or ecclesiastical degrees or titles. If a part of the signature block is so long that it exceeds the length of the line, indent two spaces on the second line. THE NATIONAL COMMANDER AND EXECUTIVE DIRECTOR HAVE A THREE-LINE SIGNATURE.

EXAMPLE:

PAUL J. ALBANO, SR.  
Colonel, CAP  
Executive Director

PAUL M. BERGMAN  
Brigadier General, CAP  
National Commander

{if "National Commander"  
stationery is used, use  
"Commander" only for title.}

Type or stamp the name the way the person signs it. If dual signature is required, type the senior ranking official's name to the right, with the junior member's signature block flush left (see above). Limit the signature element to three lines if possible. Here are some examples of typical signature -elements:

For an officer:

ROBERT L. BROOKS, Colonel, CAP  
Assistant Executive Director

C. K. MOORE, Lt Col, CAP  
Vice Commander  
Southeast Region

For a civilian:

PAUL J. CAPICIK  
Director, Mission Support

DAVID L. MILLER  
Chief, Administration  
Mission Support

**10. Attachment Element:** Type "Attachment(s): at the left margin, 10 lines below the last line of text or 3 lines below the signature element. No abbreviation or number designation is used (see Atch 1). If there is more than one attachment, list each one by number in the order you refer to them in the memorandum. Describe each attachment briefly. Cite the office or origin, the type of communication, the date, and the number of copies (in parentheses) if more than one.

Attachments 1. CAP/CC Memo, 3 Jan 96 2. CAP/EX Ltr, 4 Jan 96 (2)
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Attachment listings are not divided between two pages. If the mailing is longer than the space allows, list the attachments on a separate page or pages; for example, "Attachments: (listed on next page)." Then list the attachments beginning with number one on the next page.

**11. Courtesy Copy Instructions.** If information copies are sent to activities other than to addressee, type "cc:" at left margin, two lines below the attachment element; if there is no attachment element, type the courtesy listing in its place. List names or organization designations and office symbols to receive copies one below the other as shown below. If a courtesy copy is sent to other than the primary addressees without including the attachments, indicate such by adding "wo Atch" at the end of the "cc:" element. For example:

cc: CAP/CS CAP/CC wo Atch CAP/CV Atch 2 only
---

Circle, underline, or highlight the organization designation to indicate the recipient.

**12. DISTRIBUTION:** Type "DISTRIBUTION" caption two lines below the courtesy copy line. If a distribution list is used, type "MEMORANDUM FOR--SEE DISTRIBUTION" in the "MEMORANDUM FOR" element, see reference item 3.

**13. NATIONAL BOARD OFFICE SYMBOLS:**

National Commander - CAP/CC  
National Vice Commander - CAP/CV  
National Chief of Staff - CAP/CS  
National Legal Officer - CAP/NLO

National Finance Officer - CAP/NFO  
National Controller - AP/NC  
Senior Air Force Advisor - CAP/AA

**REGION COMMANDERS**

Northeast Region - NER/CC  
Middle East Region - MER/CC  
Great Lakes Region - GLR/CC  
Southeast Region - SER/CC

North Central Region - NCR/CC  
Southwest Region - SWR/CC  
Rocky Mountain Region - RMR/CC  
Pacific Region - PACR/CC

**WING COMMANDERS**

Use the two-letter abbreviation for the state and WG/CC: EXAMPLE: AL WG/CC. For all region commanders, use "ALL RGN/CCs" and for all wing commanders, use "ALL WG/CCs."





## THE CAP OFFICIAL BUSINESS-STYLE LETTER

HEADQUARTERS  
CIVIL AIR PATROL MICHIGAN WING  
UNITED STATES AIR FORCE AUXILIARY  
2525 W. JEFFERSON AVE., SUITE C  
TRENTON MI 48183-5000

(1) 5 March 1996

(2)

(3) Col John C. Doe, CAP or C/Lt Col John C. Doe, CAP  
Allegan Composite Squadron  
Bridge Road  
Allegan MI 48227-5000

(4) Dear Colonel Doe or Dear Cadet Doe

(5) This is a sample format of the Civil Air Patrol (CAP) business-style letter which will be used for communications with private concerns (praise, condolence, etc.). You may use this type letter for conducting official CAP business with a person or an organization outside of CAP.

Type or stamp the date 10 lines from the top of the page at right margin. **If the letterhead does not have the complete address of the sender, then type the return address 4 lines below the date or 14 lines from the top of page at left margin.** Type the “to” address three lines below the return address. Type the salutation two lines below the last line of address. Begin typing the body of the letter two lines below the salutation. Do not number paragraphs. Indent all major paragraphs five spaces; indent subparagraphs an additional five spaces.

Type the complimentary close “Sincerely” two lines below the text, three spaces to the right of center. Type the signature element five lines below and flush with the complimentary close.

Type "Attachment(s):" flush with the left margin, 10 lines below the last line of text. Place courtesy copy distribution "cc:" at the left margin, two lines below attachments. If there are no attachments, type "cc:" 10 lines below the last line of text.

(6) Sincerely

(7) JOHN J. DOE, Major, CAP  
Administration Officer

**(8)Attachments:**

- 1.
- 2.

(9)cc:  
HO CAP/MSA

**See Atch 4 for a reference and explanation of each numbered section.**

**REFERENCE****(Use as a guide when preparing Business-Style Letter.)**

**BUSINESS-STYLE LETTER.** This style will be used for communications with private concerns (praise, condolence, etc.), and individuals not connected with CAP. (See Atch 3 for the format of a business-style letter.)

1. Date: Type or stamp the date 10 lines from the top of the page at the right margin.
2. Return Address: If the letterhead does not have the full name and address of the sender, then you have to use a return address. Begin typing the return address at the left margin approximately 14 lines from the top of the page or 4 lines below the date. Include name, rank (for CAP members), duty title, and the complete mailing address of the sender.
3. "To" Address: Type the "To" address three lines below the return address. If you do not have a "Return" address, then type the "To" address 14 lines from the top of the page or 4 lines below the date.
4. Salutation: Suggested salutations are: if writing to a CAP unit, use "Dear Colonel Jones," if writing to an organization other than CAP, use "Dear Sir," and if writing to a friend or associate, use "Dear Mr. Brown." Type it two lines below the last line of the address. Use punctuation after abbreviations such as "Mr.," "Mrs.," and "Dr."; however, no punctuation is used with CAP rank abbreviations. Double space between the salutation and first line of text.
5. Body: Type body two lines below salutation. DO NOT number paragraphs. Indent all major paragraphs five spaces (or 1/2 inch); indent subparagraphs an additional five spaces. Single paragraph letters of less than eight lines may be double spaced.
6. Complimentary Close: Use "Sincerely" typed two lines below the last line of text three spaces to the right of page center.
7. Signature: Type the signature element five lines below and flush with the complimentary close. (See item 9, Atch 2).
8. Attachment: Type the "Attachment(s):" flush with the left margin, 10 lines below the last line of text.
9. Courtesy Copy: Type courtesy copy distribution "cc:" at left margin, two lines below attachment. If there are no attachments, type "cc:" 10 lines below the last line of the text.

### NATIONAL HEADQUARTERS FUNCTIONAL ADDRESS SYMBOLS

When corresponding with a specific office at National Headquarters, address to the attention of the office concerned, using the following symbols:

#### CORPORATE OFFICE SYMBOLS

NATIONAL COMMANDER .....	CC
NATIONAL VICE COMMANDER .....	CV
NATIONAL CHIEF OF STAFF .....	CS
EXECUTIVE DIRECTOR .....	EX
ASSISTANT EXECUTIVE DIRECTOR .....	EXA
CORPORATE LEGAL COUNSEL .....	CLC
DIRECTOR, MISSION SUPPORT .....	MS
DIRECTOR, PLANS & REQUIREMENTS .....	XP
DIRECTOR, AEROSPACE EDUCATION & TRAINING .....	ET
DIRECTOR, CADET PROGRAMS .....	CP
DIRECTOR, PERSONNEL .....	DP
DIRECTOR, FINANCIAL MANAGEMENT .....	FM
DIRECTOR, MARKETING & PUBLIC RELATIONS .....	PA
DIRECTOR, OPERATIONS .....	DO
CHIEF OF SAFETY .....	SE
CAP BOOKSTORE .....	BK

#### CAP-USAF OFFICE SYMBOLS

SENIOR AIR FORCE ADVISOR (COMMANDER) .....	CC
INFORMATION MANAGEMENT .....	IM
FINANCIAL MANAGEMENT .....	FM
CHAPLAIN SERVICES .....	HC
INSPECTOR GENERAL .....	IG
STAFF JUDGE ADVOCATE .....	JA
LOGISTICS .....	LG
AEROSPACE EDUCATION & TRAINING/CADET PROGRAMS .....	ET
PUBLIC AFFAIRS .....	PA
OPERATIONS .....	X0
SAFETY .....	SE

### CIVIL AIR PATROL FUNCTIONAL ADDRESS SYMBOLS

The following functional address symbols apply to all units unless otherwise indicated and should be used when corresponding to units below National Headquarters. These address symbols are shown by functional areas and should not be construed as duty titles. The exact duty titles are covered by other directives.

<b>COMMANDER</b>	.....	CC
Vice Commander	.....	CV
Deputy Commander	.....	CD
<b>CHIEF OF STAFF</b>	.....	CS
First Sergeant	.....	CCF
(Use for Cadet/Composite Squadrons <u>ONLY</u> .)		
<b>ADMINISTRATION</b>	.....	DA
<b>FINANCE</b>	.....	FM
<b>OPERATIONS</b>	.....	DO
Counterdrug	.....	DOC
Emergency Services	.....	DOS
Standardization/Evaluation Officer	.....	DOV
<b>*COMMUNICATIONS</b>	.....	DC
<b>PERSONNEL</b>	.....	DP
<b>AEROSPACE EDUCATION</b>	.....	ET
<b>CHAPLAIN</b>	.....	HC
<b>INSPECTOR GENERAL</b>	.....	IG
<b>LEGAL OFFICER</b>	.....	JA
<b>*GOVERNMENT RELATIONS ADVISOR</b>	.....	GRA
<b>LOGISTICS</b>	.....	LG
Supply Officer	.....	LGS
Transportation Officer	.....	LGT
Maintenance Officer	.....	LGM
<b>PUBLIC AFFAIRS</b>	.....	PA
<b>SAFETY</b>	.....	SE
<b>MEDICAL OFFICER</b>	.....	SO
<b>AEROSPACE EDUCATION AND TRAINING</b>	.....	ET
Aerospace Education	.....	ETA
Senior Training	.....	ETS
<b>CADET PROGRAMS</b>	.....	CP
Registrar	.....	CPR
Special Activities	.....	CPS
<b>PLANS AND PROGRAMS</b>	.....	XP